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Work description writing:
A self-directed learning
program



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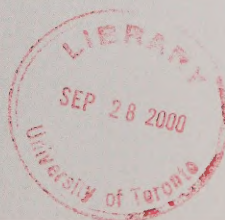
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Work Description Writing: *A Self-directed Learning Program*

UCS
2.0

May 2000




Canada

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1. The first of the two main objectives of the Fund is to ensure the stability of the international monetary system. This is done by providing technical assistance to member countries in the form of advice and training. The second objective is to provide financial assistance to member countries in the form of loans and grants. The Fund also provides technical assistance to member countries in the form of advice and training.

2. The Fund's technical assistance is provided to member countries in the form of advice and training. This assistance is provided to member countries in the form of advice and training. The Fund's technical assistance is provided to member countries in the form of advice and training. The Fund's technical assistance is provided to member countries in the form of advice and training.

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Introduction

Objective

These exercises are designed for self-directed learning of the rules for writing descriptive statements of work characteristics according to Universal Classification Standard 2.0.

Target Clients

This learning tool is intended primarily for those who want to learn on their own without taking formal training about the UCS elements and how to write suitable descriptions of them.

These exercises can also be used as a tool to facilitate understanding, application or reinforcement as part of formal training or information sessions.

Contents

The exercises are based on the 16 UCS elements. In most cases there are two types of exercise for each element: those that verify your understanding of the elements and quality control exercises for descriptive statements for each element.

Factor review exercises and two overall reviews complete the package.

In general at least, the following items are provided for each element:

- An understanding exercise followed by an answer key
- The list of what the descriptive statements for an element must contain
- Examples of descriptive statements for each element
- A quality control exercise for descriptive statements for each element, followed by an answer key.



Suggested Procedure

Before beginning the self-directed exercises, it is important to have an overall picture of the Universal Classification Standard.

To do this we suggest you read the INTRODUCTION to the *Work Description Writing Guide 2.0*, in order to:

- understand the Universal Classification Standard (UCS) and its underlying values; and
- understand what a work description is.

These exercises can then be used following the procedure outlined below:

1. Read the element description and accompanying definitions and notes from the *Universal Classification Standard 2.0*;
2. Do the **understanding exercise** for the element and use the answer key to check your answers;
3. Study the examples of descriptive statements for the element in the light of what they must contain (Work Description); and
4. Do the **quality control exercise** for the proposed statements, then check your answers using the answer key.

Note that for some elements, both types of exercise are not always given. However, in all cases, steps 1 and 3 must be part of the learning process.

Once you have completed the exercises for an element, you can write some descriptive statements for the characteristics of your own work.

Before proceeding, it is recommended that you refer to the *Work Description Writing Guide 2.0* for advice on writing each of the UCS elements.



ELEMENT 1 – Information for the Use of Others

Verification of Understanding

Instructions

Check off the INFORMATION FOR THE USE OF OTHERS activities from those listed below.

Activity	X
1. Makes recommendations for a new process for book purchases.	
2. Answers calls to an 800 line regarding government programs.	
3. Keeps government publications in storage and delivers them to clients.	
4. Meets and helps a foreign-service officer set up overseas.	
5. Prepares the meeting agenda.	
6. Reserves a meeting room as well as any necessary audio-visual equipment.	
7. Provides legal opinions to ministers.	
8. Researches information regarding work chair ergonomics before ordering one for personal use.	
9. Writes an article on a new kind of wheat developed by Agriculture Canada.	
10. Gives classroom training.	



Answer Key

Understanding Exercise – Element 1

Activity	X
1. Makes recommendations for a new process for book purchases.	X
2. Answers calls to an 800 line regarding government programs.	X
3. Keeps government publications in storage and delivers them to clients.	Physical Assets and Products
4. Meets and helps a foreign-service officer set up overseas.	Well-being of Individuals
5. Prepares the meeting agenda.	X
6. Reserves a meeting room as well as any necessary audio-visual equipment.	Physical Assets and Products
7. Provides legal opinions to ministers.	X
8. Researches information regarding work chair ergonomics before ordering one for personal use.	N/A
9. Writes an article on a new kind of wheat developed by Agriculture Canada.	X
10. Gives classroom training.	X



Describing the Work – Element 1

- **Responsibility** (What is done to or with the information)
- **Type of information**
- **Client(s) or user(s)**
- **How the information is used**

EXAMPLES

- The work involves responsibility for writing (**responsibility: what is done to or with the information**) guidelines for ministerial correspondence (**type of information**) to enable employees (**clients/users**) to write letters according to these guidelines for correspondence signed by the Minister (**how the information is used**).
- The work involves responsibility for making presentations (**responsibility**) on the *Immigration Act* (**type of information**) for new employees (**clients/users**) to familiarize them with the Department (**how the information is used**).
- The work involves responsibility for writing and producing reports (**responsibility**) on sick leave data (**type of information**) of Department employees (**clients/users**) for relevant action, if required (**how the information is used**).
- The work requires preparing interim responses (**responsibility – how the information is used**), on behalf of supervisor, to written inquiries from the public (**clients/users**) concerning the *Access to Information Act* (**type of information**).
- The work involves responsibility for preparing administrative activity plans (**responsibility**) such as membership, international travel, and attendance at national and international conferences (**type of information**). This information is used by senior managers (**clients/users**) to guide and control the participation of their employees (**how the information is used**).
- The work requires producing briefings (**responsibility**) on contentious, politically sensitive or high profile cases (**type of information**) for senior management (**clients/users**). The information is used to diffuse or avoid embarrassing or dangerous situations (**how the information is used**).



Quality Control of Descriptive Statements – Element 1

Instructions

Check off the information included in each of the following statements, according to the writing rules.

1. *Writes notes to help the minister with media relations, particularly during his or her travels.
Writes info updates so he or she may fulfil House of Commons duties, where questions pertaining to rural society might arise.*

The responsibility: what is done to or with the information	The type of information	The client or user: for whom the information is intended	How the information is used

2. *Informs the supervisor of missing material at the end of each week so that he or she can order it.*

The responsibility: what is done to or with the information	The type of information	The client or user: for whom the information is intended	How the information is used

3. *Writes minutes to keep a written record of new events and documents tabled during hearings.*

The responsibility: what is done to or with the information	The type of information	The client or user: for whom the information is intended	How the information is used

4. *Collects, processes, validates, analyses and disseminates oceanographic data (e.g. salinity, temperature, density, currents) to help Institute researchers plan and carry out scientific activities.*

The responsibility: what is done to or with the information	The type of information	The client or user: for whom the information is intended	How the information is used



5. *Prepares agendas, presentations and documentation to facilitate communication in order to solve problems and alleviate concerns of the community and other stakeholders.*

The responsibility: what is done to or with the information	The type of information	The client or user: for whom, the information is intended	How the information is used

6. *Prepares agendas, presentations and documentation to facilitate communication in order to solve problems and alleviate concerns of the community and other stakeholders.*

The responsibility: what is done to or with the information	The type of information	The client or user: for whom the information is intended	How the information is used



Answer Key

Quality Control Exercise – Element 1

1. *Writes notes to help the minister with media relations, particularly during his or her travels. Writes info updates so he or she may fulfil House of Commons duties, where questions pertaining to rural society might arise.*

The responsibility: what is done to or with the information	The type of information	The client or user: for whom the information is intended	How the information is used
X	X	X	X

2. *Informs the supervisor of missing material at the end of each week so that he or she can order it.*

The responsibility: what is done to or with the information	The type of information	The client or user: for whom the information is intended	How the information is used
X	X	X	X

3. *Writes minutes to keep a written record of new events and documents tabled during hearings.*

The responsibility: what is done to or with the information	The type of information	The client or user: for whom the information is intended	How the information is used
X	X		

4. *Collects, processes, validates, analyses and disseminates oceanographic data (e.g. salinity, temperature, density, currents) to help Institute researchers plan and carry out scientific activities.*

The responsibility: what is done to or with the information	The type of information	The client or user: for whom the information is intended	How the information is used
X	X	X	X



5. *Prepares agendas, presentations and documentation to facilitate communication in order to solve problems and alleviate concerns of the community and other stakeholders.*

The responsibility: what is done to or with the information	The type of information	The client or user: for whom the information is intended	How the information is used
X	X		X



ELEMENT 2 – Well-Being of Individuals

Verification of Understanding

Instructions

Check off the WELL-BEING OF INDIVIDUALS activities among those listed below.

Activity	X
1. Develops occupational health and safety standards.	
2. Advises interns regarding their professional development.	
3. Uses appropriate group presentation skills to improve interpersonal relationships within a work team.	
4. Develops an individual training program for a laid-off employee.	
5. Acting as Manager, refers an employee to the Employee Assistance Program	
6. Provides psychological counselling services to released inmates.	
7. Monitors the air supply of a co-worker working in a confined area.	
8. Is responsible for the evacuation of colleagues working on the same floor during a fire alarm.	
9. Provides pastoral services to the sick in a health-related institution.	



Answer Key

Understanding Exercise – Element 2

Activity	X
1. Develops occupational health and safety standards.	Information for the Use of Others
2. Advises interns regarding their professional development.	Leadership of Human Resources
3. Uses appropriate group presentation skills to improve interpersonal relationships within a work team.	Leadership of Human Resources
4. Develops an individual training program for a laid-off employee.	X
5. Acting as Manager, refers an employee to the Employee Assistance Program	Leadership of Human Resources
6. Provides psychological counselling services to released inmates.	X
7. Monitors the air supply of a co-worker working in a confined area.	X
8. Is responsible for the evacuation of colleagues working on the same floor during a fire alarm.	N/A
9. Provides pastoral services to the sick in a health-related institution.	X



Describing the Work – Element 2

- Type of service(s) provided
- The person(s) receiving or using the service(s)
- Personal need(s) met

EXAMPLES

- The work requires working with unemployed persons (**persons receiving the service**) to find employment (**needs**) by helping them write their curriculum vitae and identify potential employers (**type of service**).
- The work requires providing immunization (**type of service**) to various members of the community from infants to the elderly (**persons receiving the service**). Individual sessions are required to assess the client's health, explain the benefits of vaccination, obtain informed consent and give advice concerning possible side effects, risks versus benefits and suggested aftercare (**needs**).
- The work requires providing emergency First Aid/First Responder/ CPR (**type of service**) throughout the community (**persons receiving the service**). The worker is often called to the scene of an accident or emergency as the first line of response (**needs**) since ambulance service is not always available.
- The work involves responsibility for conducting personal interviews to identify the health needs (**needs**) of newly arrived immigrants and refugees (**persons receiving the service**). The work also requires making decisions and authorizing emergency hospital, medical or dental care (**type of service**).



Quality Control of Descriptive Statements – Element 2

Instructions

Check off the information included in each of the following statements, according to the writing rules.

1. *Provides emergency hospital, medical or dental care to new immigrants and refugees who are in the care of the Government to meet their basic needs.*

Type of Service	Person(s) Receiving This Service	Need that is met

2. *Is in contact with persons in distress and their families in order to obtain or give information regarding emergency measures and bring them psychological comfort as required.*

Type of Service	Person(s) Receiving This Service	Need that is met

3. *Provides nursing care to chronic patients, taking their individual needs and abilities into consideration.*

Type of Service	Person(s) Receiving This Service	Need that is met



Answer Key

Quality Control Exercise – Element 2

1. *Provides emergency hospital, medical or dental care to new immigrants and refugees who are in the care of the Government to meet their basic needs.*

Type of Service	Person(s) Receiving This Service	Need that is met
X	X	X

2. *Is in contact with persons in distress and their families in order to obtain or give information regarding emergency measures and bring them psychological comfort as required.*

Type of Service	Person(s) Receiving This Service	Need that is met
X	X	

3. *Provides nursing care to chronic patients, taking their individual needs and abilities into consideration.*

Type of Service	Person(s) Receiving This Service	Need that is met
X	X	



ELEMENT 3 – Leadership of Human Resources

Verification of Understanding

Instructions

Check off the LEADERSHIP OF HUMAN RESOURCES activities from those listed below.

Activity	X
1. Completes necessary forms to hire private sector consultants.	
2. Plans the work of symposium organizers.	
3. Takes the initiative to comment on and circulate articles of common interest to colleagues.	
4. Develops new income-generating, cost-effective ways of doing things.	
5. Sits on an interdepartmental committee.	
6. Provides on-the-job training to new employees.	
7. Gives formal courses.	
8. Develops her/his own development program.	
9. Co-ordinates logistics for meetings with private sector suppliers.	
10. Helps colleagues with new software.	



Answer Key

Understanding Exercise – Element 3

Activity	X
1. Completes necessary forms to hire private sector consultants.	Information for the Use of Others
2. Plans the work of symposium organizers.	X
3. Takes the initiative to comment on and circulate articles of common interest to colleagues.	N/A
4. Develops new income-generating, cost-effective ways of doing things.	Money
5. Sits on an interdepartmental committee.	X
6. Provides on-the-job training to new employees.	X
7. Gives formal courses.	Information for the Use of Others
8. Develops her/his own development program.	N/A
9. Co-ordinates logistics for meetings with private sector suppliers.	Physical Assets and Products
10. Helps colleagues with new software.	X



Describing the Work – Element 3

- The activity carried out with regard to leading people
- People led
- Whether or not the responsibility is shared

EXAMPLES

- The work includes responsibility for planning and establishing the unit's **(people led)** goals and workplans **(activities)**; coordinating, scheduling, assigning and monitoring work **(activities)** of staff, term and temporary personnel **(people led)**; providing feedback on work, preparing performance evaluations and approving training plans (activities). This responsibility is shared **(whether or not the responsibility is shared)**.
- The work includes responsibility for guiding **(activity)** new staff, temporary help and students **(people led)** on administrative work practices, procedures and processes within own work unit and on departmental administrative, human resources and financial policies and procedures. Responsibility is not shared **(whether or not the responsibility is shared)**.
- The work requires planning and identifying human resource needs **(activities)** for the unit **(people led)**. Responsibility is shared **(whether or not the responsibility is shared)**.
- The work includes responsibility for planning, co-ordinating and chairing meetings **(activities)** with contractors and staff **(people led)** to identify and solve problems and to determine the status of work in progress. This responsibility is not shared **(whether or not the responsibility is shared)**.
- The work involves responsibility, with the supervisor **(whether or not the responsibility is shared)**, for providing technical training and orientation on laboratory procedures and the use of instruments and equipment **(activities)** to visiting scientists, students, other technical laboratory staff and new employees **(people led)**.



Quality Control of Descriptive Statements – Element 3

Instructions

Check off the information included in each of the following statements, according to the writing rules.

1. *Orients new staff, supervises the work, evaluates, completes and provides information required to evaluate health care team members. This responsibility is not shared.*

The Activity	The People led	Whether or not the responsibility is shared

2. *Chairs project committees dealing with operational matters focused on various aspects of labour relations.*

The Activity	The People led	Whether or not the responsibility is shared

3. *Establishes contractor work schedules and determines, co-ordinates and monitors the deliverables. This responsibility is not shared.*

The Activity	The People led	Whether or not the responsibility is shared

4. *Explains work methods, techniques and procedures. Each team member takes turns performing this task.*

The Activity	The People led	Whether or not the responsibility is shared



Answer Key

Quality Control Exercise – Element 3

1. *Orients new staff, supervises the work, evaluates, completes and provides information required to evaluate health care team members. This responsibility is not shared.*

The Activity	The People led	Whether or not the responsibility is shared
X	X	X

2. *Chairs project committees dealing with operational matters focused on various aspects of labour relations.*

The Activity	The People led	Whether or not the responsibility is shared
X	X	

3. *Establishes contractor work schedules and determines, co-ordinates and monitors the deliverables. This responsibility is not shared.*

The Activity	The People led	Whether or not the responsibility is shared
X	X	X

4. *Explains work methods, techniques and procedures. Each team member take turns performing this task.*

The Activity	The People led	Whether or not the responsibility is shared
X		X



ELEMENT 4 – Money

Verification of Understanding

Instructions

To which area of MONEY responsibility do each of the following statements belong?

Activity	Planning and Controlling	Acquiring Funds	Spending Funds
1. Purchases office supplies for the unit with a credit card, within the limits set out in departmental policies and guidelines.			
2. Recovers accommodation service costs according to guidelines.			
3. Recommends ways of generating revenue through investment and divestiture initiatives (e.g. partnership, revenue sharing and cost recovery) in accordance with government policies.			
4. Recommends purchasing options with regard to property expenditure in preparation for Departmental budget.			
5. Does cost-benefit and risk analyses to identify options so clients may obtain the best price-quality ratio.			
6. Negotiates contracts, allocates funds, confirms receipt of goods and services and authorizes payment according to the Financial Administration Act and Government Contracts Regulations.			
7. Undertakes necessary pay actions to recover moneys owed to the government in cases of overpayments, in accordance with the relevant HR regulations.			
8. Recommends and monitors project budgets; accounts for expenditures in accordance with Department guidelines.			



9. Processes travel advance requisitions and travel expense claims within the established budget; ensures that all receipts are provided and that forms are processed in accordance with guidelines of the Department and central agencies.			
10. Calculates and arranges payment of overtime for employees.			



Answer Key

Understanding Exercise – Element 4

Activity	Planning and Controlling	Acquiring Funds	Spending Funds
1. Purchases office supplies for the unit with a credit card, within the limits set out in departmental policies and guidelines.			X
2. Recovers accommodation service costs according to guidelines.		X	
3. Recommends ways of generating revenue through investment and divestiture initiatives (e.g. partnership, revenue sharing and cost recovery) in accordance with government policies.		X	
4. Recommends purchasing options with regard to property expenditure in preparation for Departmental budget.	X		
5. Does cost-benefit and risk analyses to identify options so clients may obtain the best price-quality ratio.	X		
6. Negotiates contracts, allocates funds, confirms receipt of goods and services and authorizes payment according to the Financial Administration Act and Government Contracts Regulations.			X
7. Undertakes necessary pay actions to recover moneys owed to the government in cases of overpayments, in accordance with the relevant HR regulations.		X	
8. Recommends and monitors project budgets; accounts for expenditures in accordance with Department guidelines.	X		
9. Processes travel advance requisitions and travel expense claims within the established budget; ensures that all receipts are provided and that forms are processed in accordance with guidelines of the Department and central agencies.			X
10. Calculates and arranges payment of overtime for employees.			X



Describing the Work – Element 4

For each sub-element:

- What is done with the money
- Type of financial resources
- Latitude
- Risk

EXAMPLES

Planning and Controlling

- The work requires conducting program and resources analyses, identifying priorities and options, analysing expenditure patterns, changes to program infrastructure and client demographics, and advising and recommending changes that support program activity priorities and resources allocations (**what is done – type of financial resources**) in accordance with Ministerial priorities, departmental direction and resources (**latitude**). Decisions made on the basis of these analyses and recommendations can have a major impact on many programs providing services to much of Canada's population (**risk**).
- The work includes responsibility for managing (**what is done**) a responsibility centre budget (**type of financial resources**) with full authority to move funds among line objects (**latitude**) and managing (**what is done**) a salary budget (**type of financial resources**) in accordance with central agency and departmental regulations, guidelines and authorities (**latitude**). The impact of responsibility related to managing and monitoring the budget is limited to a single responsibility centre (**risk**).

Acquiring Funds

- The work requires calculating and recovering (**what is done**) costs for shared services (**type of financial resources**), preparing and making (**what is done**) bank deposits (**type of financial resources**), and processing (**what is done**) accounts (receivable and payable) (**type of financial resources**) in accordance with shared services agreements, relevant provisions of the *Financial Administration Act* and regulations respecting the receipt and deposit of public monies (**latitude**). Routine money-related operations under shared services agreements follow established procedures and practices, and generally proceed without problems (**risk**).
- The work includes responsibility for establishing contacts with external organizations and private corporations in the industry (**what is done**) in order to finalize income-generating agreements (**type of financial resources**). This involves using all discretionary powers (**latitude**) to develop joint financial proposals, establish co-operative financing mechanisms, and negotiate and finalize (**what is done**) financial agreements and partnerships (**type of financial resources**) that comply with the Department's general directives and federal government guidelines (**latitude**) regarding joint financing. Negotiating and managing partnerships between the government and private enterprise involve many risks: the visibility of these agreements and their impact on public opinion must be taken into account. Because the amounts of money involved are substantial, the



success or failure of the partnerships can have important consequences for the financial health of the government and the people of Canada, and can expose the government to criticism (**risk**).

Spending Funds

- The work includes responsibility for committing (**what is done**) O&M and salary dollars (**type of financial resources**), approving and authorizing (**what is done**) payment of expenditures and tenders and contracts for goods and services (**type of financial resources**) in accordance with relevant portions of the *Financial Administration Act*, Government Contract Regulations and delegated financial authorities (**latitude**). The process of contracting with suppliers of services must be transparent and must always take the price-quality ratio into account. It involves the risk that contracts can publicly scrutinized and discussed under the *Access to Information Act* (**risk**).
- The work requires spending (**what is done**) approved funds for the purposes of business travel (**type of financial resources**) in accordance with the Treasury Board Travel Directive (**latitude**). Public opinion is generally very sensitive to public servants' travel expenses, and these must be strictly controlled (**risk**).



ELEMENT 5 – Physical Assets and Products

Verification of Understanding

Instructions

Check off the PHYSICAL ASSETS AND PRODUCTS activities from those listed below.

Activity	X
1. Inputs data and regularly updates a database.	
2. Cleans and stores test tubes and other research laboratory equipment.	
3. Protects the flora and fauna on government lands.	
4. Is responsible for opening, reading and classifying mail	
5. Produces cheques.	
6. Stores learning materials.	
7. Prints cheques.	
8. Collects copyright fees for government publications.	
9. Updates software data.	
10. Stores laboratory specimens.	



Answer Key

Understanding Exercise – Element 5

Activity	X
1. Inputs data and regularly updates a database.	Information for the Use of Others
2. Cleans and stores test tubes and other research laboratory equipment.	X
3. Protects the flora and fauna on government lands.	X
4. Is responsible for opening, reading and classifying mail.	Information for the Use of Others
5. Produces cheques.	Money
6. Stores learning materials.	X
7. Prints cheques.	X
8. Collects copyright fees for government publications.	Money
9. Updates software data.	Information for the Use of Others
10. Stores laboratory specimens.	X



Describing the Work – Element 5

- Responsibility
- Type of physical assets or products
- Purpose (primary use made of the assets or products)
- User(s)
- Ease or difficulty of replacing

EXAMPLES

- The work responsibilities include keeping (**responsibility**) active Human Resources files (**physical assets or products**) under lock and key at all times and distributing them (**responsibility**) to Division staff upon request. The files are used by Human Resources specialists (**users**) in dealing with compensation and grievance issues (**purpose**). Most documents could be replaced but the process would be time-consuming (**ease or difficulty of replacing**).
- The work includes preparing (**responsibility**) meals (**physical assets or products**) for hospital staff, patients, volunteers and visitors (**users and purpose**). Meals must be ready and in sufficient quantity over a period of two consecutive hours to serve all clients (**purpose**). Replacement of meals is easy but would cause long service delays (**ease or difficulty of replacing**).
- The work requires custody (**responsibility**) of a computer, filing cabinets, books, reference materials, standard and cellular phones (**physical assets or products**) used in performance of duties (**user and purpose**). Some of these items are costly, but can be replaced within a few days through departmental suppliers (**ease or difficulty of replacing**).
- The work requires shared custody (keys and a logbook) and control of access (**responsibility**) to vehicles (**physical assets or products**) used by departmental staff (**users**), and arranging for maintenance and upkeep of these vehicles (**responsibility**). These assets can be replaced by external suppliers within a few months, but are costly (**ease or difficulty of replacing**).
- The work responsibilities include maintaining (**responsibility**) electronic and paper documents and files (**physical assets or products**) used by unit staff (**users**) for consultation (**purpose**). These can be replaced, but it would take time and be costly in terms of human resources (**ease or difficulty of replacing**).



Quality Control of Descriptive Statements – Element 5

Instructions

Check off the information included in each of the following statements, according to the writing rules.

1. *Uses, maintains and repairs personal and portable computers and peripheral equipment. These can be easily replaced through local suppliers.*

Responsibility	Type	Purpose	User(s)	Replacement

2. *Is responsible for the proper storage, maintenance and use of tools, instruments, machines, equipment and materials used to perform her/his work. Regularly inspects the condition of cables, oil and fuel levels, gauges, torch operations and the acetylene and oxygen supply hoses. None of these physical assets are of any great value but would be difficult to replace because of delivery time. Moreover, certain pieces are custom made, having been created specifically to meet workshop needs.*

Responsibility	Type	Purpose	User(s)	Replacement

3. *Cares for animals used by researchers for ecotoxicology research. These aquatic organisms are sensitive to stress and disease and cannot be easily replaced at all times of the year. Their poor health can affect the results of researcher experiments.*

Responsibility	Type	Purpose	User(s)	Replacement

4. *Responsibility for managing locations, facilities and equipment for conferences, training sessions and monthly committee meetings for use of all employees of the branch. Replacement is easy but may be costly.*

Responsibility	Type	Purpose	User(s)	Replacement



Answer Key

Quality Control Exercise – Element 5

1. *Uses, maintains and repairs personal and portable computers and peripheral equipment. These can be easily replaced through local suppliers.*

Responsibility	Type	Purpose	User(s)	Replacement
X	X			X

2. *Is responsible for the proper storage, maintenance and use of tools, instruments, machines, equipment and materials used to perform her/his work. Regularly inspects the condition of cables, oil and fuel levels, gauges, torch operations and the acetylene and oxygen supply hoses. None of these physical assets are of any great value but would be difficult to replace because of delivery time. Moreover, certain pieces are custom made, having been created specifically to meet workshop needs.*

Responsibility	Type	Purpose	User(s)	Replacement
X	X	X	X	X

3. *Cares for animals used by researchers for ecotoxicology research. These aquatic organisms are sensitive to stress and disease and cannot be easily replaced at all times of the year. Their poor health can affect the results of researcher experiments.*

Responsibility	Type	Purpose	User(s)	Replacement
Missing information (What means "Cares")		X	X	X

4. *Responsibility for managing locations, facilities and equipment for conferences, training sessions and monthly committee meetings for use of all employees of the branch. Replacement is easy, but may be costly.*

Responsibility	Type	Purpose	User(s)	Replacement
X	X	X	X	X



ELEMENT 6 – Ensuring Compliance

Verification of Understanding

Instructions

Check off the ENSURING COMPLIANCE activities from those listed below.

Activity	X
1. Develops quality standards.	
2. Monitors and inspects an electrical installation as per the building code.	
3. Monitors the quality of her/his own work.	
4. Inspects slaughterhouses.	
5. Monitors staff performance.	
6. Reviews and verifies the work of colleagues	
7. Defines food and drug standards.	
8. Ensures the health and safety of own staff.	
9. Carries out financial audits.	



Answer Key

Understanding Exercise – Element 6

Activity	X
1. Develops quality standards.	Information for the Use of Others
2. Monitors and inspects an electrical installation as per the building code.	X
3. Monitors the quality of her/his own work.	X
4. Inspects slaughterhouses.	X
5. Monitors staff performance.	Leadership of Human Resources
6. Reviews and verifies the work of colleagues.	X
7. Defines food and drug standards.	Information for the Use of Others
8. Ensures the health and safety of own staff.	Leadership of Human Resources
9. Carries out financial audits.	X



Describing the Work – Element 6

- **Responsibility** (work done to ensure compliance)
- **Legislations/regulations or standards/procedures with which compliance is ensured**
- **Latitude for making decisions or taking actions**

EXAMPLES

- The work involves verifying the writing of work descriptions done by federal departments (**responsibility**) according to TBS policies and guidelines on UCS (**legislation/regulations/standards/procedures**). Compliance ranges from acceptance to complete rejection of departmental work descriptions, in accordance with Treasury Board guidelines sent to departments on this subject (**latitude**). These activities are shared with team members.
- The work requires inspecting vehicles of persons entering Canada at various points of entry to Canada (**responsibility**) in accordance with Canadian Customs Act provisions(**legislation/regulations/ standards/procedures**). The work also includes making various decisions regarding vehicle admission authorization, collecting excise tax and fines, seizing goods or arresting the vehicle owner/passenger, in accordance with departmental policies and guidelines (**latitude**).
- The work responsibilities include ensuring compliance by management and staff (**responsibility**) with Treasury Board and departmental policies and procedures and the *Financial Administration Act* (**legislation/ regulations/ standards/procedures**) for the purchase of goods and services, staffing agreements, grants and contributions and financial transactions. The incumbent ensures compliance by returning to the originator any incomplete or incorrect claims and documents for his or her action (**latitude**).
- The work includes responsibility for ensuring that all communications products prepared by Communications Branch staff or contractors comply (**responsibility**) with the Federal Identity Program, the Diversity Policy, Government Communications Policy, Canadian Government Style Manual, *Official Languages Act*, *Privacy Act* as well as departmental communications policy guidelines and procedures (**legislation/regulations/ standards/procedures**). The worker must reject and return materials that do not comply to staff or contractors for correction (**latitude**).



Quality Control of Descriptive Element – Element 6

Instructions

Check off the information included in each of the following statements, according to the writing rules.

1. *Investigates regulated agencies and individuals in confirmed instances of non-compliance by clearly describing violations of the Canadian Environmental Protection Act and Regulations and the Fisheries Act and Regulations. The officer can send a letter of warning or initiate proceedings if no follow-up action is taken or if the follow-up action is considered unsatisfactory.*

Responsibility	Legislation /Regulations /Standards /Procedures	Latitude

2. *Responsible for quality control or verification of the work of colleagues related to the application of collective agreements and recommends changes.*

Responsibility	Legislation /Regulations/Standards / Procedures	Latitude

3. *Inspects the quality of meals prepared by co-workers based on compliance with food industry sanitation code standards, recipes, diets and quality standards. The incumbent must consult his or her supervisor to reject or correct a dish he or she finds unacceptable.*

Responsibility	Legislation /Regulations/Standards / Procedures	Latitude



Answer Key

Quality Control Exercise – Element 6

1. *Investigates regulated agencies and individuals in confirmed instances of non-compliance by clearly describing violations of the Canadian Environmental Protection Act and Regulations and the Fisheries Act and Regulations. The officer can send a letter of warning or initiate proceedings if no follow-up action is taken or if the follow-up action is considered unsatisfactory.*

Responsibility	Legislation /Regulations/Standards / Procedures	Latitude
X	X	X

2. *Responsible for quality control or verification of the work of colleagues related to the application of collective agreements and recommends changes.*

Responsibility	Legislation /Regulations/Standards / Procedures	Latitude
X	X	X

3. *Inspects the quality of meals prepared by co-workers based on compliance with food industry sanitation code standards, recipes, diets and quality standards. The incumbent must consult his or her supervisor to reject or correct a dish he or she finds unacceptable.*

Responsibility	Legislation /Regulations/Standards / Procedures	Latitude
X	X	X



Responsibility Factor – Review Exercise

Instructions

Check off which RESPONSIBILITY factor element each statement belongs to.

Statement	Info.	Well-being	Leader-ship	Money	Phys. Assets	Comp-liance
1. Monitors and inspects the work of contractors to ensure that contractual agreements and codes have been adhered to.						
2. Performs feasibility studies regarding the use of materials with the best price-quality ratio						
3. Ensures files are updated and filed according to activity; these files are used as references by specialists and advisors working in Human Resources operations.						
4. Drafts reports and replies to letters; makes suggestions regarding information documents and policy statements used by management to prepare final products.						
5. Participates in work groups to develop new information management systems or improve administrative procedures.						
6. Maintains a personal computer, software and a personal computerized database of correspondence and documents used as a reference source and to facilitate future processing measures.						
7. Completes forms required to obtain private sector consultant services.						



Statement	Info.	Well-being	Leader-ship	Money	Phys. Assets	Comp-liance
8. Meets individually with persons who have particular work environment needs (e.g. eliminating allergens, lighting, particular ergonomic furnishings and practices) and determines what is required to meet these needs.						
9. Informs team members of jobsite health and safety regulations to foster a safe and healthy work environment.						
10. Protects the flora and fauna of government owned property.						
11. Provides advice and technical briefings to policy development team members; assigns their tasks, identifies their training needs and priorities and evaluates their performance in relation to objectives.						
12. Protects employee and Department files and training reports, as well as project notebooks, budget allocations and reports in order to plan, offer and evaluate continuous learning products and services and advise management.						



Answer Key – Review Exercise

Statement	Info.	Well-being	Leader-ship	Money	Phys. Assets	Compliance
1. Monitors and inspects the work of contractors to ensure that contractual agreements and codes have been adhered to.						X
2. Performs feasibility studies regarding the use of materials with the best price-quality ratio.				X		
3. Ensures files are updated and filed according to activity; these files are used as references by specialists and advisors working in Human Resources operations.	X					
4. Drafts reports and replies to letters; makes suggestions regarding information documents and policy statements used by management to prepare final products.	X					
5. Participates in work groups to develop new information management systems or improve administrative procedures.			X			
6. Maintains a personal computer, software and a personal computerized database of correspondence and documents used as a reference source and to facilitate future processing measures.					X	
7. Completes forms required to obtain private sector consultant services.	X					
8. Meets individually with persons who have particular work environment needs (e.g. eliminating allergens, lighting, particular ergonomic furnishings and practices) and determines what is required to meet these needs.		X				



Statement	Info.	Well-being	Leader-ship	Money	Phys. Assets	Comp-liance
9. Informs team members of jobsite health and safety regulations to foster a safe and healthy work environment.			X			
10. Protects the flora and fauna of government owned property.					X	
11. Provides advice and technical briefings to policy development team members; assigns their tasks, identifies their training needs and priorities and evaluates their performance in relation to objectives.			X			
12. Protects employee and Department files and training reports, as well as project notebooks, budget allocations and reports in order to plan, offer and evaluate continuous learning products and services and advise management.					X	



ELEMENT 7 – Job Content Knowledge Application

Describing the Work

- Areas of unrelated knowledge or expertise needed to do the work
- Degree of specialization or expertise required
- WHY the knowledge is needed or HOW it is applied in the work

EXAMPLES

- The work requires knowledge of labour relations principles of in areas such as rights management, human rights, discipline, grievances, collective bargaining and termination of employment to understand labour relations issues enough to explain them to clients, to train them and to formulate and develop relevant policies.
- The work requires application of knowledge of the communications methods, practices and techniques used to research, design, proof-read, edit, produce and disseminate print and electronic communications products.
- The work requires knowledge of the communications planning techniques and practices required to analyse and assess public environment and its implications and to assess strategic considerations, develop objectives, messages, communications tools and activities to gain acceptance of activities and products.
- The work requires knowledge of the methods, techniques and practices involved in contract design, negotiation and management to ensure external contractors meet product development, time and budgetary objectives.
- The work requires knowledge of the media relations' methods, techniques and practices needed to reach target audiences and to recommend, create and deliver information that will command public attention.



ELEMENT 8 – Contextual Knowledge

Describing the Work

For each sub-element:

- **Knowledge required**
- **What is done with that knowledge**

EXAMPLES

Own Work Unit

- Knowledge of systems, procedures and rules governing own work unit to provide advice, guidance and make recommendations on administrative and operational processes; and knowledge of the roles and responsibilities of individual work groups to understand accountabilities, authorities and the chain of command for various actions.
- Knowledge of the roles and responsibilities of each member of the work unit in order to understand and participate in day-to-day operations.

Own Department or agency

- Knowledge of departmental structure, organization, mandate, programs and policies to understand departmental goals, objectives and priorities and to provide a full range of support services.
- Knowledge of departmental planning, budget and financial management and administrative systems, accountability frameworks and reporting requirements to manage the functions.
- Knowledge of a network of key human resources, financial and administrative contacts, and information sources (both regional and national) to access and research information, provide and obtain advice, and manage, administer and deliver staff services.

Other federal government departments or agencies

- Knowledge of the roles, responsibilities, accountabilities and authorities of federal departments and agencies with whom own department interacts on local shared services and service providers, such as Department of Justice, Government Services Canada, and Government Telephone Authority to provide and obtain information and services and to negotiate and administer shared-service agreements.
- Knowledge of other departments, such as Indian and Northern Affairs and the RCMP, which provide services to First Nations reserve communities, in order to facilitate co-ordination of information or program plans.



Canadian private sector and other public sectors

- Knowledge of the roles, responsibilities, services and mandates of the various provincial health agencies, health districts, private practitioners, First Nations governments in order to access services and information and to co-ordinate programs.

International public and private sectors

- Knowledge of Mutual Recognition Agreement or Memoranda of Understanding signed with other agencies or countries to evaluate and implement the proper course of actions for imported products.
- Knowledge of socio-economic trends, policies, political situations and various problems and industrial sector issues in the region, country and foreign countries to assess the impact of provincial and federal government policies and activities and the needs, characteristics and evolution of foreign markets targeted by the Canadian International Business Development and the Regional Trade Network.

Legislation and Regulations

- Knowledge of legislation regarding the Workplace Hazardous Materials Information System to ensure compliance with the system regarding use and storage of materials that could create health and safety hazards if improperly handled or stored.



Verification of Understanding – Elements 7 and 8 (Exercise 1)

Instructions

Indicate if the following items belong with JOB CONTENT KNOWLEDGE APPLICATION or CONTEXTUAL KNOWLEDGE.

Items	Job Content Knowledge Application	Contextual Knowledge
1. The physical layout of facilities to carry out daily tasks.		
2. Waste and contaminated material disposal methods.		
3. Monitoring procedures for explosives stocks.		
4. The network of goods and services suppliers.		
5. Operational procedures and organizational activity sectors.		
6. Formative and summative evaluation procedures.		
7. Cost-benefit and risk management analysis techniques.		
8. The trends and evolution of Department orientations and priorities.		
9. The use of hand tools.		
10. Purchasing procedures of Federal Public Service		



Answer Key

Understanding Exercise 1 – Elements 7 and 8

Items	Job Content Knowledge Application	Contextual Knowledge
1. The physical layout of facilities to carry out daily tasks		X
2. Waste and contaminated material disposal methods.	X	
3. Monitoring procedures for explosives stocks.	X	
4. The network of goods and services suppliers.		X
5. Operational procedures and organizational activity sectors.		X
6. Formative and summative evaluation procedures.	X	
7. Cost-benefit and risk management analysis techniques.	X	
8. The trends and evolution of Department orientations and priorities.		X
9. The use of hand tools.	X	
10. Purchasing procedures of Federal Public Service		X



Verification of Understanding – Elements 7 and 8 (Exercise 2)

Instructions

Identify which type of knowledge each of the following statements belongs to.

Items	Job Content Knowledge Application	Contextual Knowledge
1. Knowledge of interpersonal relationship techniques to establish sound working relations in order to obtain information from a broad range of people specialized in the area.		
2. Knowledge of a network of resource persons in the public service, provincial and municipal governments and special interest groups in order to keep abreast of trends, advances and new practices and acquire a good knowledge of specialists' opinions in this area.		
3. Knowledge of negotiation and problem solving techniques to solve difficulties inherent in project management.		
4. Basic knowledge of mathematics to estimate the quantity of materials required and labour costs.		
5. Knowledge of major trends, initiatives and issues (socio-economic, socio-cultural, regional demographic) in order to develop strategic plans		
6. Knowledge of tendered and external consultation industries to obtain the necessary services to meet various project requirements.		
7. Knowledge of the physical layout of facilities to carry out daily tasks and implement safety and emergency procedures.		
8. Knowledge of the trends and evolution of government orientations and priorities in order to anticipate their influence on programs.		



Answer Key

Understanding Exercise 2 – Elements 7 and 8

Statements	Job Content Knowledge Application	Contextual Knowledge
1. Knowledge of interpersonal relationship techniques to establish sound working relations in order to obtain information from a broad range of people specialized in the area.	X	
2. Knowledge of a network of resource persons in the public service, provincial and municipal governments and special interest groups in order to keep abreast of trends, advances and new practices and acquire a good knowledge of specialists' opinions in this area.		X
3. Knowledge of negotiation and problem solving techniques to solve difficulties inherent in project management.	X	
4. Basic knowledge of mathematics to estimate the quantity of materials required and labour costs.	X	
5. Knowledge of major trends, initiatives and issues (socio-economic, socio-cultural, regional demographic) in order to develop strategic plans.		X
6. Knowledge of tendered and external consultation industries to obtain the necessary services to meet various project requirements.		X
7. Knowledge of the physical layout of facilities to carry out daily tasks and implement safety and emergency procedures.		X
8. Knowledge of the trends and evolution of government orientations and priorities in order to anticipate their influence on programs.		X



ELEMENT 9 – Communication

Describing the Work

Communication In

- Skill(s) required for understanding others
- People who are conveying the message(s)
- Difficulties/challenges (if any)

Communication Out

- Skill(s) required for making oneself understood
- People who are receiving the message(s)
- Difficulties/challenges (if any)

EXAMPLES

Communication In (Understanding Others)

- The work requires understanding and interpreting questions and comments that are not always clear during group sessions (**skills required**) with employees affected by a major organizational change (**people who are conveying the messages**). The clients may be furious, depressed, aggressive and hostile (**difficulties/challenges**).
- The work requires understanding and interpreting meteorological and technical information provided (**skills required**) by telephone from weather service users (**people who are conveying the messages**) in order to determine their needs. The caller may not always be able to explain the problem correctly, or may provide unclear information, particularly during night shifts (**difficulties/challenges**).
- The work requires listening to instructions and requests (**skills required**) from the supervisor and researchers (**people who are conveying the messages**) to identify and meet their exact needs; reading and understanding instructions, diagrams, and field plans (**skills required**) developed by researchers (**people who are conveying the messages**) to implement protocols.

Communication Out (Making Oneself Understood)

- The work requires writing skills to prepare correspondence, teaching materials and program reports (**skills required**) for clients, health professionals, co-workers and managers (**people who are receiving the messages**) at a reading level appropriate to the recipient/audience. Reading levels may vary from marginally literate to highly technical (**difficulties/challenges**).
- The work requires verbal skills (**skills required**) to communicate with clients (**people who are receiving the messages**) to identify and address issues of a personal, health-related nature. Often, complicated or difficult information must be translated to the client in an easily



understandable and palatable way. The information may be presented at a time when the client is distressed or upset, making the communication even more difficult (**difficulties/challenges**).

- The work requires verbal skills (**skills required**) to communicate verbally with other health professionals (**people who are receiving the messages**) using medical concepts and terminology in order to discuss and address issues relating to client needs.
- The work requires explaining (**skills required**) behaviour patterns to employees with personal problems (**people who are receiving the messages**) that affect their performance. Specialized concepts and terminology must be presented in terms that can be understood by lay people (**difficulties/challenges**).
- The work requires writing technical bulletins describing scientific concepts applicable to current weather events over a large geographical area. The information must be summarized and written in concise, specialized language (**skills required**). The bulletins are made available to meteorologists and meteorological technicians in Canada and abroad (**people who are receiving the messages**).



Quality Control of Descriptive Statements – Element 9

Instructions

Check off the information included in each of the following statements, according to the writing rules.

1. *(Communication In) Active listening skills and the ability to interpret the body language of people from various cultural and social backgrounds to obtain the information required before deciding what steps to take according to legislation. Ability is needed to interpret the explicit and implicit aspects of the messages of clients, who are confused, worried or deceitful.*

The particular communication skill(s) required	The people who are conveying the message(s)	The difficulties/challenges (if any)

2. *(Communication Out) Explains and clarifies store and billing policies and procedures verbally or in writing to clients from nursing units and other users.*

The particular communication skill(s) required	The people who are receiving the message(s)	The difficulties/challenges (if any)

3. *(Communication Out) Provides meteorological information during emergencies.*

The particular communication skill(s) required	The people who are receiving the message(s)	The difficulties/challenges (if any)

4. *(Communication Out) Explains, verbally or in writing, the exemptions and findings to the persons responsible for the regulated organization during inspections and investigations.*

The particular communication skill(s) required	The people who are receiving the message(s)	The difficulties/challenges (if any)



Answer Key

Quality Control Exercise – Element 9

1. **(Communication In)** Active listening skills and the ability to interpret the body language of people from various cultural and social backgrounds to obtain the information required before deciding what steps to take according to legislation. Ability is needed to interpret the explicit and implicit aspects of the message of clients, who are confused, worried or deceitful.

The particular communication skill(s) required	The people who are conveying the message(s)	The difficulties/challenges (if any)
X	X	X

2. **(Communication Out)** Explains and clarifies store and billing policies and procedures verbally or in writing to clients from the nursing unit and other units.

The particular communication skill(s) required	The people who are receiving the message(s)	The difficulties/challenges (if any)
X	X	N/A

3. **(Communication Out)** Provides meteorological information during emergencies.

The particular communication skill(s) required	The people who are receiving the message(s)	The difficulties/challenges (if any)

4. **(Communication Out)** Explains, verbally or in writing, the exemptions and findings to the persons responsible for the regulated organization during inspections and investigations.

The particular communication skill(s) required	The people who are receiving the message(s)	The difficulties/challenges (if any)
X	X	



ELEMENT 10 – Motor and Sensory Skills

Describing the Work

- Motor and/or sensory skills required
- Work activities requiring those skills
- Proficiency required

EXAMPLES

- Dexterity and co-ordination skills are required (**motor skills needed**) to operate a computer keyboard in the daily preparation of reports, analyses and correspondence and when inputting data and searching databases (**work activities requiring these skills**). There is no particular requirement for speed or accuracy (**proficiency**).
- The work requires physical dexterity and hand-eye co-ordination (**motor and sensory skills needed**) to operate precision medical instruments (**work activities requiring these skills**) including, but not limited to, ophthalmoscopes, sphygmomanometers, audiometers, and glucometers. Adjusting and handling precision instruments require motor skills that must be exercised through frequent use (**proficiency**).
- The work requires fine motor skills, hand-eye co-ordination, and visual acuity (**motor and sensory skills needed**) to prepare and administer precise doses of medication for injection into infants and children who may be squirming or uncooperative (**work activities requiring these skills**). Movements must be controlled despite the unsteadiness caused by the child's agitation, and quick, precise actions are needed, especially when administering injections (**proficiency**).
- The work requires a sense of hearing (**sensory skill needed**) to determine malfunctions in motorized equipment and to make adjustments when the equipment is running (**work activities requiring this skill**). Quick reactions are needed when a suspicious noise, imperceptible to an unpractised ear, is detected. Also, a problem in the operation of equipment must be diagnosed from the noise; this requires making subtle auditory distinctions, a skill developed through practice (**proficiency**).



Quality Control of Descriptive Statements – Element 10

Instructions

Check off the information included in each of the following statements, according to the writing rules.

1. *Equilibrium and co-ordination of all body movements to handle, move and transfer beneficiaries.*

Activity	Motor and/or Sensory Skill(s) required	Proficiency required

2. *Ability to perceive meteorological elements from coded observations and/or meteorological fields drawn on a map during quality control activities and/or when conceptualizing weather situations. This ability is acquired by initial training. Several years of practice are required to distinguish fine detail elements.*

Activity	Motor and/or Sensory Skill(s) required	Proficiency required

3. *An acute sense of smell to determine if a product has already been used on a laboratory sample or to detect hazardous materials.*

Activity	Motor and/or Sensory Skill(s) required	Proficiency required

4. *A trained eye is required when preparing paint to distinguish various colour tones and comply with client specifications. In certain cases, the distinctions to be made require a visual acuity that cannot be learned.*

Activity	Motor and/or Sensory Skill(s) required	Proficiency required



Answer Key

Quality Control Exercise – Element 10

1. *Equilibrium and co-ordination of all body movements to handle, move and transfer beneficiaries.*

Activity	Motor and/or Sensory Skill(s) required	Proficiency required
X	X	

2. *Ability to perceive meteorological elements from coded observations and/or meteorological fields drawn on a map during quality control activities and/or when conceptualizing weather situations. This ability is acquired by initial training. Several years of practice are required to distinguish fine detail elements.*

Activity	Motor and/or Sensory Skill(s) required	Proficiency required
X	X	X

3. *An acute sense of smell to determine if a product has already been used on a laboratory sample or to detect hazardous materials.*

Activity	Motor and/or Sensory Skill(s) required	Proficiency required
X	X	

4. *A trained eye is required when preparing paint to distinguish various colour tones and comply with client specifications. In certain cases, the distinctions to be made require a visual acuity that cannot be learned.*

Activity	Motor and/or Sensory Skill(s) required	Proficiency required
X	X	X



ELEMENT 11 – Intellectual Effort

Describing the Work

- **Problem(s) to be solved**
- **Complexity or difficulty of problems (what must be done to solve them)**
- **Constraints (if any) that increase the mental effort required to solve problems**

EXAMPLES

- The work requires determining a fire-fighting strategy (**problem to be solved**) to ascertain the source of a fire, the type of fire, surrounding combustible materials and immediate risks for the neighbouring population and fire-fighting crew (**complexity or difficulty of the problem**). This work is performed under emergency conditions, with quick response time critical to the health and safety of human life and preservation of material resources (**constraints on solving the problem**).
- The work involves, given a specific problem (water leakage) (**problem to be solved**), analysing the situation to identify options such as opening the wall or the ceiling to confirm the accuracy of the analysis (**complexity or difficulty of the problem**). The work has to be done without drawings or with drawings that are not always accurate (**constraints on solving the problem**).
- The co-ordination of multi-year operational planning processes (**problem to be solved**) requires intellectual effort to analyse program and resource reports, identify, select and cost priorities and options, to analyse expenditure patterns and changes to program infrastructure and client demographics, to determine the best course of action and to provide management advice and recommendations (**complexity or difficulty of the problem**). Constraints are that this work must be completed within tight departmental deadlines (**constraints on solving the problem**).



Quality Control of Descriptive Statements – Element 11

Instructions

Check off the information included in each of the following statements, according to the writing rules.

1. *Intellectual effort is required to provide short-term consultation services to our clients and users. This implies rapid evaluation of client needs based on information they provide, an understanding of meteorological factors and techniques that could affect their situation and the ability to answer client questions based on this understanding. It may be necessary to do additional research if clients are uncertain of the exact nature of their problems. These short-term consultation services generally concern present or future meteorological extremes and emergency environmental situations. These situations can develop over large geographical areas and involve several types of weather systems. As a result, the meteorologist may have to evaluate a particular weather situation in a very short period of time. Time constraints and numerous distractions inherent in the workplace make it more difficult to provide these short-term consultation services. Intellectual effort becomes even more difficult due to lack of sleep when working a night shift.*

Problem to be solved – Thinking Challenge	Complexity or difficulty of the problem (the steps needed to solve it)	External circumstances – constraints – which increase the effort (if any)

2. *Evaluates the basic needs of beneficiaries, analyses problems and difficulties, finds possible solutions, taking the environment and requirements of beneficiaries and their families into consideration to establish an individual care plan for each beneficiary. Re-evaluates the beneficiary's condition periodically and makes adjustments to the care plan.*

Problem to be solved – Thinking Challenge	Complexity or difficulty of the problem (the steps needed to solve it)	External circumstances – constraints – which increase the effort (if any)

3. *Resolves staff relations issues submitted by regional human resources consultants. Usually provides recommendations to clients within 24 hours.*

Problem to be solved – Thinking Challenge	Complexity or difficulty of the problem (the steps needed to solve it)	External circumstances – constraints – which increase the effort (if any)



4. *Conceptualises, develops and writes strategic documents and provides advice where content and orientation are consistently related to the Department's strategic priorities and objectives. Effort increases because of constraints due to pressure from various stakeholders, dealing with conflicting priorities, and changing contexts.*

Problem to be solved – Thinking Challenge	Complexity or difficulty of the problem (the steps needed to solve it)	External circumstances – constraints – which increase the effort (if any)

5. *Intellectual effort is required to read and classify correspondence to determine the appropriate subject and file number, whether correspondence has previously been filed, whether cross-references are necessary and who should handle the correspondence.*

Problem to be solved – Thinking Challenge	Complexity or difficulty of the problem (the steps needed to solve it)	External circumstances – constraints – which increase the effort (if any)

6. *Intellectual effort is required to identify agency partners with common or complementary interests. To this end, the incumbent must examine current economic development activities to eliminate overlapping, determine the needs and possible areas of co-operation between stakeholders and ensure that activities are conducted according to the agency's strategic approach to maximize the use of all resources. The incumbent must also develop and co-ordinate complex intervention strategies, adapt program implementation arrangements by taking into consideration the particular difficulties of each enterprise involved and identify priorities in conjunction with partners in the field.*

Problem to be solved – Thinking Challenge	Complexity or difficulty of the problem (the steps needed to solve it)	External circumstances – constraints – which increase the effort (if any)



Answer Key

Quality Control Exercise – Element 11

1. *Intellectual effort is required to provide short-term consultation services to our clients and users. This implies rapid evaluation of client needs based on information they provide, an understanding of meteorological factors and techniques that could affect their situation and the ability to answer client questions based on this understanding. It may be necessary to do additional research if clients are uncertain of the exact nature of their problems. These short-term consultation services generally concern present or future meteorological extremes and emergency environmental situations. These situations can develop over large geographical areas and involve several types of weather systems. As a result, the meteorologist may have to evaluate a particular weather situation in a very short period of time. Time constraints and numerous distractions inherent in the workplace make it more difficult to provide these short-term consultation services. Intellectual effort becomes even more difficult due to lack of sleep when working a night shift.*

Problem to be solved – Thinking Challenge	Complexity or difficulty of the problem (the steps needed to solve it)	External circumstances – constraints – which increase the effort (if any)
X	X	X

2. *Evaluates the basic needs of beneficiaries, analyses problems and difficulties, finds possible solutions, taking the environment and requirements of beneficiaries and their families into consideration to establish an individual care plan for each beneficiary. Re-evaluates the beneficiary's condition periodically and makes adjustments to the care plan.*

Problem to be solved – Thinking Challenge	Complexity or difficulty of the problem (the steps needed to solve it)	External circumstances – constraints – which increase the effort (if any)
X	X	

3. *Resolves staff relations issues submitted by regional human resources consultants. Usually provides recommendations to clients within 24 hours.*

Problem to be solved – Thinking Challenge	Complexity or difficulty of the problem (the steps needed to solve it)	External circumstances – constraints – which increase the effort (if any)
X		



4. *Conceptualises, develops and writes strategic documents and provides advice where content and orientation are consistently related to the Department's strategic priorities and objectives. Effort increases because of constraints due to pressure from various stakeholders, deadlines, dealing with conflicting priorities, and changing contexts.*

Problem to be solved – Thinking Challenge	Complexity or difficulty of the problem (the steps needed to solve it)	External circumstances – constraints – which increase the effort (if any)
X	X	X

5. *Intellectual effort is required to read and classify correspondence to determine the appropriate subject and file number, whether correspondence has previously been filed, whether cross-references are necessary and who should handle the correspondence.*

Problem to be solved – Thinking Challenge	Complexity or difficulty of the problem (the steps needed to solve it)	External circumstances – constraints – which increase the effort (if any)
X	X	N/A

6. *Intellectual effort is required to identify agency partners with common or complementary interests. To this end, the incumbent must examine current economic development activities to eliminate overlapping, determine the needs and possible areas of co-operation between stakeholders and ensure that activities are conducted according to the agency's strategic approach to maximize the use of all resources. The incumbent must also develop and co-ordinate complex intervention strategies, adapt program implementation arrangements by taking into consideration the particular difficulties of each enterprise involved and identify priorities in conjunction with partners in the field.*

Problem to be solved – Thinking Challenge	Complexity or difficulty of the problem (the steps needed to solve it)	External circumstances – constraints – which increase the effort (if any)
X	X	



ELEMENT 12 – Sustained Attention

Verification of Understanding

Instructions

Indicate whether the following activities should be described under INTELLECTUAL EFFORT or SUSTAINED ATTENTION.

Activities	Intellectual Effort	Sustained Attention
1. Compares two similar documents to identify missing words.		
2. Selects and validates information from various sources.		
3. Chooses the appropriate mixing reports to thin paint, finishes and solvents according to manufacturer specifications.		
4. Locates insect larvae on shrubs.		
5. Performs simultaneous interpretation.		
6. Prepares, examines and assesses contracts.		
7. Transcribes arguments in court.		
8. Summarizes the highlights of a discussion.		
9. Inspects 15 chickens per minute to ensure that they are ready for consumption.		
10. Grasps the unspoken intent of questions from an audience.		
11. Prepares project progress reports.		
12. Ensures that the figures in a written document are the same as those appearing in computer-generated tables.		
13. Estimates costs.		
14. Answers quickly, and without preparation, in-class questions and challenges.		
15. Monitors the comings and goings of inmates on a monitor.		



Answer Key

Understanding Exercise – Element 12

Activities	Intellectual Effort	Sustained Attention
1. Compares two similar documents to identify missing words.		X
2. Selects and validates information from various sources.	X	
3. Chooses the appropriate mixing reports to thin paint, finishes and solvents according to manufacturer specifications.	X	
4. Locates insect larvae on shrubs.		X
5. Performs simultaneous interpretation.	X	X
6. Prepares, examines and assesses contracts.	X	
7. Transcribes arguments in court.		X
8. Summarizes the highlights of a discussion.	X	
9. Inspects 15 chickens per minute to ensure that they are ready for consumption.		X
10. Grasps the unspoken intent of questions from an audience.	X	
11. Prepares project progress reports.	X	
12. Ensures that the figures in a written document are the same as those appearing in computer-generated tables.		X
13. Estimates costs.	X	
14. Answers quickly, and without preparation, in-class questions and challenges.	X	
15. Monitors the comings and goings of inmates on a monitor.		X



Describing the Work – Element 12

- **Work or activities requiring sensory effort**
- **Why the sensory effort is needed**
- **How much of the work requires sensory effort (%)**
- **Distractions**
- **Intermittent or continuous requirement**

EXAMPLES

- The work involves observing radar monitors (**work requiring sensory effort**) to determine the location and flight path of aircraft within a 50-km radius of the airport (**why**). Continuous sustained attention is required for the intermittent 30-minute periods during the daily work shift (**continuous or intermittent requirement**). Sustained attention must be exercised at all times (**% of time**) while on duty, despite various other activities which may be going on in the control tower (**distractions**).
- The work involves reviewing calculation worksheets and travel expense claims (**work requiring sensory effort**) to determine whether they are accurate or whether information is missing (**why**); examining hard copy and electronic data (**work requiring sensory effort**) to ensure they match (**why**). Sustained visual attention is required during these activities, although the work tolerates intermittent sustained attention (**continuous or intermittent requirement**) because of interruptions such as phone calls, unexpected visitors, unscheduled meetings and colleagues (**distractions**). These activities take up approximately 10% of the work time (**% of time**).



Quality Control of Descriptive Statements – Element 12

Instructions

Check off the information included in each of the following statement, according to the writing rules.

1. *Sustained attention is required to measure a large number of living organisms and tissues on radiographs and histological slides.*

Work requiring sensory effort	Why	% of time	Distractions	Continuous or Intermittent requirement

2. *Sustained attention is required to hear courtroom proceedings and document chronological data, events, participants, directions, orders and judgements without errors despite people coming and going during the hearings. The incumbent has no control over how long sustained attention is required. Taking notes can last from a few minutes to a few hours at a time and requires one's complete attention. These activities account for approximately 40% of the day's work, two to three times a week.*

Work requiring sensory effort	Why	% of time	Distractions	Continuous or Intermittent requirement

3. *Sustained attention is required to correct draft reports on significant meteorological events. One must ensure the accuracy of text, graph and table content and dates to uphold the scientific credibility of the Canadian Meteorological Centre. This work is occasionally interrupted by telephone calls and visitors. This type of report is produced once or twice a year. Drafts occasionally need correcting and can take up to five days at a time.*

Work requiring sensory effort	Why	% of time	Distractions	Continuous or Intermittent requirement

4. *Observes animals for an hour at a time, three times a day, once a week (about 8% of total work time) to note the subtle changes due to experimental toxicity studies.*

Work requiring sensory effort	Why	% of time	Distractions	Continuous or Intermittent requirement



5. *Proofreads documents. This work is occasional and occupies approximately two hours a month, requiring sustained attention on an intermittent basis. It is performed in an open office with frequent interruptions from co-workers and clients.*

Work requiring sensory effort	Why	% of time	Distractions	Continuous or Intermittent requirement
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Answer Key

Quality Control Exercise – Element 12

1. *Sustained attention is required to measure a large number of living organisms and tissues on radiographs and histological slides.*

Work requiring sensory effort	Why	% of time	Distractions	Continuous or Intermittent requirement
X				

2. *Sustained attention is required to hear courtroom proceedings and document chronological data, events, participants, directions, orders and judgements without errors despite people coming and going during the hearings. The incumbent has no control over how long sustained attention is required. Taking notes can last from a few minutes to a few hours at a time and requires one's complete attention. These activities account for approximately 40% of the day's work, two to three times a week.*

Work requiring sensory effort	Why	% of time	Distractions	Continuous or Intermittent requirement
X	X	X	X	X

3. *Sustained attention is required to correct draft reports on significant meteorological events. One must ensure the accuracy of text, graph and table content and dates to uphold the scientific credibility of the Canadian Meteorological Centre. This work is occasionally interrupted by telephone calls and visitors. This type of report is produced once or twice a year. Drafts occasionally need correcting and can take up to five days at a time.*

Work requiring sensory effort	Why	% of time	Distractions	Continuous or Intermittent requirement
X	X	X	X	X

4. *Observes animals for an hour at a time, three times a day, once a week (about 8% of total work time) to note the subtle changes due to experimental toxicity studies.*

Work requiring sensory effort	Why	% of time	Distractions	Continuous or Intermittent requirement
X		X		



5. *Proofreads documents. This work is occasional and occupies approximately two hours a month, requiring sustained attention on an intermittent basis. It is performed in an open office with frequent interruptions from co-workers and clients.*

Work requiring sensory effort	Why	% of time	Distractions	Continuous or Intermittent requirement
X		X	X	X



ELEMENT 13 – Psychological/Emotional Effort

Describing the Work

- Work situations, people or activities that require psychological/emotional effort
- Extent (a large, medium or small part of the total workload)
- Reasons of the effort
- Control over the occurrence, frequency and duration of the effort

EXAMPLES

- Psychological and emotional effort is required to deal in a professional manner (**work that requires effort**) all day, every day (**extent**) with inmates regardless of their behaviour, attitude and criminal record (**reasons for effort**). The work requires effort to maintain a healthy professional attitude and keep composure under trying situations. There is little or no control over the duration or frequency of individual incidents (**control over the occurrence, duration and frequency**).
- Psychological and emotional effort is required to overcome the anxiety arising from working, more than half of the worktime (**extent**), inside installations housing explosives (**work that requires effort**) which can present a risk of danger in cases of non-compliance (**reasons for effort**). The inspection of explosives manufacturing plants is conducted 3 days a week, 7.5 hours per day (**control over the occurrence, duration and frequency**).
- Psychological and emotional effort is required to cope with the reactions of co-workers and superiors to the findings of tests conducted on production-ready systems (**reasons for effort**). The nature of the work is to test systems critically and to find flaws, faults, and other negative aspects of each system (**work that requires effort**). There is control over when the results will be released and discussed (**control over the occurrence, duration and frequency**). Where the findings might be challenged (one time out of three) (**extent**), there is a need to plan for that possibility.



Quality Control of Descriptive Statements – Element 13

Instructions

Check off the information included in each of the following statements, according to the writing rules.

1. *Psychological and emotional effort is required to overcome stress due to isolation when staying in remote areas during field work.*

Work	Extent	Reasons	Control

2. *Psychological and emotional effort is required to remain impartial and composed when the incumbent must meet people who are unhappy or disappointed with competition results.*

Work	Extent	Reasons	Control

3. *Negotiates daily during tense and unpleasant situations with confused and troubled beneficiaries and their families. These situations require effort to maintain a professional attitude. The incumbent has no control over the manner in which beneficiaries and their families choose to express their frustration, or over the frequency, time and duration of these incidents. Meets with beneficiaries and their respective families approximately three hours a day.*

Work	Extent	Reasons	Control

4. *Feelings of distress may arise when having to kill laboratory animals and conduct autopsies.*

Work	Extent	Reasons	Control

5. *Maintains professional distance, controls her/his emotions, demonstrates empathy and offers consolation during individual interviews when requesting personal information from clients on sensitive situations such as divorce, illness, death, alcoholism, violence and interpersonal or behaviour problems to understand their needs and provide advice on a daily basis.*

Work	Extent	Reasons	Control



6. *Psychological and emotional effort is required to limit oneself to providing only factual information and communicate the official Departmental position when answering questions from the public or media. The incumbent has a measure of control over the scheduling and duration of these situations and can organize interviews of limited length with the media (e.g. one to two half-hour interviews per month).*

Work	Extent	Reasons	Control



Answer Key

Quality Control Exercise – Element 13

1. *Psychological and emotional effort is required to overcome stress due to isolation when staying in remote areas during field work.*

Work	Extent	Reasons	Control
X		X	

2. *Psychological and emotional effort is required to remain impartial and composed when the incumbent must meet people who are unhappy or disappointed with competition results.*

Work	Extent	Reasons	Control
X		X	

3. *Negotiates daily during tense and unpleasant situations with confused and troubled beneficiaries and their families. These situations require effort to maintain a professional attitude. The incumbent has no control over the manner in which beneficiaries and their families choose to express their frustration, or over the frequency, time and duration of these incidents. Meets with beneficiaries and their respective families approximately three hours a day.*

Work	Extent	Reasons	Control
X	X	X	X

4. *Feelings of distress may arise when having to kill laboratory animals and conduct autopsies.*

Work	Extent	Reasons	Control
X			

5. *Maintains professional distance, controls her/his emotions, demonstrates empathy and offers consolation during individual interviews when requesting personal information from clients on sensitive situations such as divorce, illness, death, alcoholism, violence and interpersonal or behaviour problems to understand their needs and provide advice on a daily basis.*

Work	Extent	Reasons	Control
X	X	X	

6. *Psychological and emotional effort is required to limit oneself to providing only factual information and communicate the official Departmental position when answering questions from the public or media. The incumbent has a measure of control over the scheduling and duration of these situations and can organize interviews of limited length with the media (e.g. one to two half-hour interviews per month).*

Work	Extent	Reasons	Control
X	X	X	X



ELEMENT 14 – Physical Effort

Describing the Work

- Work activities that require physical movement or that limit physical movement
- Type of physical movement or stillness
- Duration of the physical effort
- Frequency of the physical effort

EXAMPLES

- The work requires moving patients of varying weights with physical and psychological disabilities while transferring them to a bed, wheelchair or other seat using safe handling principles (**work that requires physical movement**). These movements involve lifting and carrying the patient in one's arms, rotating and seating the patient in her/his chair (**type of movement**). Duration is 5 to 10 minutes per patient (**duration**) and frequency is 5 to 10 times during a day shift (**frequency**).
- The work requires kneeling, stretching, lifting loads, crawling and extending one's arms and hands into hard-to-reach areas (**type of movement**) to install and maintain networks, computers and laptops, or to install hardware (**work that requires physical movement**). This effort is required approximately 4 hours a day (**duration, frequency**).
- The work requires the incumbent to sit (**type of stillness**) (approximately two hours at a time, several periods, daily) (**duration, frequency**), when working on financial, administrative and human resources matters, searching databases, attending meetings, operating computer equipment and keyboarding (**work that requires stillness**).
- The work involves planting seeds and seedlings, inspecting, measuring and harvesting plants (**work that requires physical movement**). The work requires the incumbent to squat, bend and twist torso and limbs (**type of movement**). These activities are performed for periods of up to three hours, two to three times a week, six months a year (**duration, frequency**).



Quality Control of Descriptive Statements – Element 14

Instructions

Check off the information included in each of the following statement, according to the writing rules.

1. *Performs manual extractions, repeats the same movements and lifts heavy instruments. For liquid-liquid extractions, one must mix a litre of solvent in a separate funnel for five consecutive minutes. This procedure can be repeated up to 20 times a day.*

Work	Type of movement or stillness	Duration	Frequency

2. *Is required to use a ladder or step stool, walk, stretch and bend to shelve, retrieve and re-shelve documents/files on shelves up to three metres high.*

Work	Type of movement or stillness	Duration	Frequency

3. *Bulky and/or restrictive personal protection equipment (such as respirators, harnesses and chemical resistant clothing) must be worn when painting.*

Work	Type of movement or stillness	Duration	Frequency

4. *Field work requires walking and travelling over rugged surfaces while carrying surveying equipment weighing up to 15 kg, and/or going up and down stairs aboard a boat and travelling in a small vessel to reach a larger one. Field work usually lasts entire days, one to two months a year.*

Work	Type of movement or stillness	Duration	Frequency

5. *During field studies, walks for four to five hours a day in bush logging areas, several kilometres, for three weeks in a row.*

Work	Type of movement or stillness	Duration	Frequency



Answer Key

Quality Control Exercise – Element 14

1. *Performs manual extractions, repeats the same movements and lifts heavy instruments. For liquid-liquid extractions, one must mix a litre of solvent in a separate funnel for five consecutive minutes. This procedure can be repeated up to 20 times a day.*

Work	Type of movement or stillness	Duration	Frequency
X	X	X	X

2. *Is required to use a ladder or step stool, walk, stretch and bend to shelve, retrieve and re-shelve documents/files on shelves up to three metres high.*

Work	Type of movement or stillness	Duration	Frequency
X	X		

3. *Bulky and/or restrictive personal protection equipment must be worn when painting, such as respirators, harnesses and chemical resistant clothing.*

Work	Type of movement or stillness	Duration	Frequency
X	X		

4. *Field work requires walking and travelling over rugged surfaces while carrying surveying equipment weighing up to 15 kg, and/or going up and down stairs aboard a boat and travelling in a small vessel to reach a larger one. Field work usually lasts entire days, one to two months a year.*

Work	Type of movement or stillness	Duration	Frequency
X	X	X	X

5. *During field studies, walks for four to five hours a day in bush logging areas, several kilometres, for three weeks in a row.*

Work	Type of movement or stillness	Duration	Frequency
X	X	X	



Effort Factor – Review Exercise

Instructions

Check off which EFFORT factor element each statement belongs to.

Statement	Intellect.	Sustained Attention	Psych./ Emotional	Physical
1. Remains calm and shows restraint and professionalism when dealing with persons who are angry or who disagree with the Department's legislation, regulations or policies.				
2. Determines the difficulties and problems impeding implementation of projects; develops options and presents recommendations taking into consideration client pressures, deadlines, budgetary constraints and political considerations, as well as the legal, environmental and social impact.				
3. Evaluates machinery and makes the necessary adjustments to achieve optimum performance.				
4. Bends, stretches and lifts boxes and files every day for a total of approximately 30 minutes a day in order to file or retrieve documents in filing cabinets or on shelves.				
5. Questions traditional approaches and ways of doing things to find original alternatives to satisfy premises requirements.				
6. Travels by car every month to provide training services and carries assorted training equipment, which may cause injuries.				



Answer Key – Review Exercise

Statement	Intellect.	Sustained Attention	Psych./Emotional	Physical
1. Remains calm and shows restraint and professionalism when dealing with persons who are angry or who disagree with the Department's legislation, regulations or policies.			X	
2. Determines the difficulties and problems impeding implementation of projects; develops options and presents recommendations taking into consideration client pressures, deadlines, budgetary constraints and political considerations, as well as the legal, environmental and social impact.	X			
3. Evaluates machinery and makes the necessary adjustments to achieve optimum performance.	X			
4. Bends, stretches and lifts boxes and files every day for a total of approximately 30 minutes a day in order to file or retrieve documents in filing cabinets or on shelves.				X
5. Questions traditional approaches and ways of doing things to find original alternatives to satisfy premises requirements.	X			
6. Travels by car every month to provide training services and carries assorted training equipment, which may cause injuries.				X



ELEMENT 15 – Work Environment

Describing the Work

- Aspects of the work that result in physical or psychological discomfort
- Type of physical or psychological discomfort
- Frequency and duration of the physically or psychologically unpleasant condition

EXAMPLES

Physical Environment

- The work requires preparing meals (**aspects of the work that result in discomfort**) and remaining standing (**physical discomfort**) throughout one's shift (**frequency and duration of exposure**). The work also requires working in a kitchen and coping with varied temperatures (**physical discomfort**) due to hot stoves and refrigerated areas (10% of the time) (**duration & frequency of exposure**) on a daily basis.
- While soldering on vessels (**aspects of the work that result in discomfort**) the incumbent may be exposed to confined or restricted spaces, dirt, noise, temperature extremes, heights, poor ventilation, humidity, wetness, dampness, and noxious odours (**physical discomfort**) for periods of 30 minutes to three hours at a time (**duration of exposure**), 50 percent of the time (**frequency of exposure**).
- The work requires wearing protective clothing (smock, mask and gloves) (**physical discomfort**) to work with pathogens (**aspects of the work that result in discomfort**). This work lasts approximately 30 minutes a day (**frequency and duration of exposure**).
- The work involves constant exposure (**frequency and duration of exposure**) to dust and other air pollutants (**physical discomfort**) owing to the presence and handling of mail bags, adhesives, paper particles and fumes from a loading dock and equipment (**aspects of the work that result in discomfort**).
- The work involved consulting (**aspects of the work that result in discomfort**) dusty, dirty archival documents (**physical discomfort**) on a daily basis for one to several hours a day (**frequency and duration of exposure**). Certain archival documents must be consulted in very cold rooms (**physical discomfort**).

Psychological Environment

- The work requires working in various environments (**aspects of the work that result in discomfort**) when auditing the companies' books. During audits, the incumbent is exposed to psychological environments where clients are often aggressive and can sometimes be threatening (**psychological discomfort**). Every day, auditing accounts for 80% of the work time (**frequency and duration of exposure**).



- The work involves daily and continuous exposure (**frequency and duration of exposure**) to conflicting demands (**psychological discomfort**) for information, advice and action from own staff, management, team members, suppliers and colleagues in other organizations and at regional headquarters (**aspects of the work that result in discomfort**) and to time pressures (**psychological discomfort**) associated with management, committee and inter-agency meetings, unpredictable operational emergencies and regional and national reporting deadlines (**aspects of the work that result in discomfort**).



Quality Control of Descriptive Statements – Element 15

Instructions

Check off the information included in each of the following statements, according to the writing rules.

1. **(Physical)** *Approximately six months of the year, research is carried out in the field. 75% of the work takes place outdoors with constant exposure to dirt, dust, insects and extremely variable weather conditions (temperature, exposure to sunlight, precipitation, humidity, wind). The incumbent may also be exposed to farm machinery noise, fumes and chemicals, even if wearing protective devices.*

Work	Type of discomfort	Duration	Frequency

2. **(Physical)** *Conducts laboratory experiments for long periods of time (2 to 3 hours a day, 3 to 4 weeks a year).*

Work	Type of discomfort	Duration	Frequency

3. **(Psychological)** *The incumbent must remain detached from the laboratory animals he or she must kill and perform autopsies on (up to 50 rats a day). This activity can account for 90% of the work day for several weeks in a row.*

Work	Type of discomfort	Duration	Frequency

4. **(Psychological)** *Workload increases caused by handicapped terminal phase beneficiaries or by emergency cases can create conflicting priorities and certain psychological discomfort.*

Work	Type of Discomfort	Duration	Frequency



Answer Key

Quality Control Exercise – Element 15

1. *(Physical)* Approximately six months of the year, research is carried out in the field. 75% of the work takes place outdoors with constant exposure to dirt, dust, insects and extremely variable weather conditions (temperature, exposure to sunlight, precipitation, humidity, wind). The incumbent may also be exposed to farm machinery noise, fumes and chemicals, even if wearing protective devices.

Work	Type of Discomfort	Duration	Frequency
X	X	X	X

2. *(Physical)* Conducts laboratory experiments for long periods of time (2 to 3 hours a day, 3 to 4 weeks a year).

Work	Type of Discomfort	Duration	Frequency
X		X	X

3. *(Psychological)* The incumbent must remain detached from the laboratory animals he or she must kill and perform autopsies on (up to 50 rats a day). This activity can account for 90% of the work day for several weeks in a row.

Work	Type of Discomfort	Duration	Frequency
X	X	X	X

4. *(Psychological)* Workload increases caused by handicapped terminal phase beneficiaries or by emergency cases can create conflicting priorities and certain psychological discomfort.

Work	Type of Discomfort	Duration	Frequency
X	X		



ELEMENT 16 – Risk to Health

Describing the Work

- Physical and/or psychological working conditions that can create a risk to health
- Physical and/or psychological consequences for health

EXAMPLES

- The work requires working on hydro towers for several hours over a period of five days. Extreme caution must be exercised because of the possibility of unexpected or sudden movements of co-workers (**working condition that creates a risk to health**) with the inherent risk of falls causing serious and potentially fatal injuries (**consequences for health**). The work requires working in close proximity to high voltage and electromagnetic radiation (**working condition that creates a risk to health**) that could result in burns or loss of life by electrocution (**consequences for health**).
- The work requires working in a laboratory where daily handling of chemical solutions (**working condition that creates a risk to health**) can cause skin infections and irritations or chemical burns requiring medical treatment (**consequences for health**). Moreover, remaining in one place for long periods while conducting tests (**working condition that creates a risk to health**) may cause mental and physical fatigue as well as circulation problems (**consequences for health**).
- The work requires providing front-line advice in emergency situations in response to crises, such as domestic violence and suicide attempts. Exposure to clients who are emotionally distressed, frustrated, hostile and sometimes aggressive (**working condition that creates a risk to health**) can lead to physical injuries or mental fatigue (**consequences for health**).
- The work is performed in an open office environment. The work requires, several times a day, bending and stretching to retrieve files and to carry payroll registers from a cabinet to a workstation (**working condition that creates a risk to health**). This may lead to minor physical injury (**consequences for health**).



Quality Control of Descriptive Statements – Element 16

Instructions

Check off the information included in each of the following statements, according to the writing rules.

1. *The work requires working on rotating 8-hour shifts. Stress, digestive problems, lack of sleep and reduced social life due to these shifts (1/3 nights, 1/3 days, 1/3 afternoons) directly affect the employee's physical and psychological health.*

Working Condition	Consequences for health

2. *The work requires working in a laboratory where tests are conducted. Mixing, handling and applying chemical treatments can cause skin irritations and burns, and respiratory problems if these products are inhaled. Improper chemical storage may cause fires or explosions causing bodily injuries.*

Working Condition	Consequences for health

3. *The work requires working in close proximity to radar/communication antennae. The work is done under "power on" conditions where caution must be exercised.*

Working Condition	Consequences for health



Answer Key

Quality Control Exercise – Element 16

1. *The work requires working on rotating 8-hour shifts. Stress, digestive problems, lack of sleep and reduced social life due to these shifts (1/3 nights, 1/3 days, 1/3 afternoons) directly affect the employee's physical and psychological health.*

Working Condition	Consequences for health
X	X

2. *The work requires working in a laboratory where tests are conducted. Mixing, handling and applying chemical treatments can cause skin irritations and burns, and respiratory problems if these products are inhaled. Improper chemical storage may cause fires or explosions causing bodily injuries.*

Working Condition	Consequences for health
X	X

3. *The work requires working in close proximity to radar/communication antennae. The work is done under "power on" conditions where caution must be exercised.*

Working Condition	Consequences for health
X	



Review Exercise (1)

Instructions

Identify which element the following statement excerpt belongs to.

Statement excerpts	Element
1. Practical knowledge of one's organization.	
2. Exposure to contagious patients.	
3. Provides formal training.	
4. Treats a person's back problems.	
5. Moves a desk.	
6. Lack of privacy; difficult to isolate oneself.	
7. Knowledge of Acts and Regulations.	
8. Stores and archives information.	
9. Provides mediation, conciliation and arbitration services.	
10. Remains calm when confronted with clients in distress.	
11. Develops a financial management policy.	
12. Solicits financial contributions to carry out shared-cost projects.	
13. Maintains a database.	
14. Monitors staff performance.	
15. Long periods of visual and auditory attention.	
16. Problem solving.	
17. Complex hand-eye co-ordination sequences.	
18. Co-ordinates schedules, meetings and processes.	
19. Writes draft documents for other people.	
20. Simultaneous and conflicting requirements.	
21. Moves objects frequently.	
22. Irregular hours and travel.	
23. Quality control for a product.	
24. Replaces a silicon chip in a micro-computer.	
25. Writes press releases for the Minister.	



Statement excerpts	Element
26. Knowledge of the relevant collective agreements to understand employee rights in the workplace.	
27. Knowledge of forestry techniques.	
28. Uses and maintains various hand tools.	
29. Knowledge of the rules of the road and of motor vehicle safety standards.	
30. Acts as security staff when a work colleague enters a restricted area.	
31. Requirement to provide staff with an appropriate work environment.	
32. Interprets implicit messages.	
33. Meeting logistics (reserving facilities and equipment).	



Answer Key – Review Exercise 1

Statement excerpts	Element
1. Practical knowledge of one's organization.	Contextual Knowledge
2. Exposure to contagious patients.	Risk to Health
3. Provides traditional (formal) training.	Information for the Use of Others
4. Treats a person's back problems.	Well-being of Individuals
5. Moves a desk.	Physical Effort
6. Lack of privacy; difficult to isolate oneself.	Work Environment
7. Knowledge of Acts and regulations.	Contextual Knowledge
8. Stores and archives information.	Physical Assets and Products
9. Provides mediation, conciliation and arbitration services.	Ensuring Compliance Well-being of Individuals
10. Remains calm when confronted with clients in distress.	Psychological/Emotional Effort
11. Develops a financial management policy.	Information for the Use of Others
12. Solicits financial contributions to carry out shared-cost projects.	Money (Acquiring Funds)
13. Maintains a database.	Physical Assets and Products
14. Monitors staff performance.	Leadership of Human Resources
15. Long periods of visual and auditory attention.	Sustained Attention
16. Problem solving.	Intellectual Effort
17. Complex hand-eye co-ordination sequences.	Motor and Sensory Skills
18. Co-ordinates schedules, meetings and processes.	Leadership of Human Resources
19. Writes draft documents for other people.	Information for the Use of Others
20. Simultaneous and conflicting requirements.	Work Environment (Psychological)
21. Moves objects frequently.	Physical Effort
22. Irregular hours and travel.	Work Environment
23. Quality control for a product.	Ensuring Compliance
24. Replaces a silicon chip in a micro-computer.	Motor and Sensory Skills
25. Writes press releases for the Minister.	Communication Information for the Use of Others
26. Knowledge of the relevant collective agreements to understand employee rights in the workplace.	Contextual Knowledge



Statement excerpts	Element
27. Knowledge of forestry techniques.	Job Content Knowledge Application
28. Uses and maintains various hand tools.	Physical Assets and Products
29. Knowledge of the rules of the road and of motor vehicle safety standards.	Job Content Knowledge Application
30. Acts as security staff when a work colleague enters a restricted area.	Well-being of Individuals
31. Requirement to provide staff with an appropriate work environment.	Leadership of Human Resources
32. Interprets implicit messages.	Communication
33. Meeting logistics (reserving facilities and equipment).	Physical Assets and Products



Review Exercise (2)

Instructions

Check off the statement(s) describing an aspect of the title element. *(If you have time, indicate which elements the other statements belong with.)*

ELEMENT 1: Information for the Use of Others

1. Establishes and promotes a safe and sound work environment by informing team members of jobsite health and safety regulations.
2. Knowledge of collective agreement sections and various interpretations.
3. Advises clients of their file status, enabling them to take necessary action.
4. Knowledge of communication equipment operations (e.g. two-way radios).

ELEMENT 2: Well-Being of Individuals

1. Knowledge of appropriate safe lifting methods to avoid injuries.
2. Authorizes the payment of income support benefits to clients.
3. Informs supervisors, work colleagues and clients of health and safety issues related to work performance in order to take necessary corrective measures.
4. Maintains professionalism when providing services to clients, regardless of their behaviour.
5. Inspects jobsites to ensure that builders respect building codes.

ELEMENT 3: Leadership of Human Resources

1. Takes part in meetings to provide expert advice.
2. Explains administrative practices and methods to new employees and co-workers in the unit.
3. Evaluates the occupational skills of junior staff.
4. Ensures that everyone in the workplace follows all safety directives.
5. Finds solutions to design and development problems for underwater acoustic search systems.

ELEMENT 4: Money

1. Prepares project progress reports for clients and management.
2. Orders the required material for painting work.
3. Knowledge of inventory monitoring procedures to maintain the smallest possible inventory of parts and replacement components to ensure uninterrupted client service.
4. Obtains data and presents cost estimates for premises, furnishings and telecommunications equipment.



ELEMENT 5: Physical Assets and Products

1. Lifts equipment, medical supplies, boxes, recreational equipment and bags.
2. Updates computer files and databases used by Directorate staff.
3. Repairs and calibrates laboratory equipment used by Department scientists, researchers and technicians.
4. Works in an open office with frequent interruptions from co-workers and clients.

ELEMENT 6: Ensuring Compliance

1. Knowledge of approved practices and methods for applying, handling and storing herbicides and fertilizer in order to use and store them safely.
2. Knowledge of legislation regarding the Workplace Hazardous Materials Information System to ensure compliance with the system regarding the use and storage of materials that could create health and safety hazards if improperly handled or stored.
3. Inspects a building's electrical installations to ensure they comply with building code standards.
4. Uses mixing reports to mix chemicals, fuels and landscaping products according to manufacturer data.
5. Uncovers and identifies inconsistencies and incorrect information while opening files or preparing material for presentations or committee discussions.
6. Reads in order to interpret, understand, examine and evaluate codes, standards, Acts, regulations, policies, contractual documents and rental agreements to ensure compliance with requirements.
7. Verifies that slaughtered chickens are clean at the time of consumption.

ELEMENT 7: Job Content Knowledge Application and ELEMENT 8: Contextual Knowledge (Associate each statement with the corresponding element)

1. Knowledge of the roles, responsibilities and programs of central agencies in order to provide consulting services and advice to human resource officers with respect to employment equity.
2. Knowledge of storage and shipping practices in order to provide shipping and inventory services to departmental stores.
3. Knowledge of the pharmaceutical industry, its practices and new products in order to make recommendations to ensure the health and safety of Canadians.
4. Knowledge of methods, techniques, principles and practices of change management in order to support initiatives of the Department's management team.
5. Knowledge of computer applications used by the Department in order to maintain them.



ELEMENT 9: Communication

1. Provides information and training sessions regarding compensation and benefit rights to direct clients through complex and sometimes contradictory procedures.
2. Provides personalized advice and individualized consultations to employees or their representatives regarding compensation options.
3. Explains the operations of the documentation centre, computer and database to visitors and clients in clear, simple terms.
4. Processes a large number of calls from the public and staff and forwards them to the appropriate person.

ELEMENT 10: Motor and Sensory Skills

1. Interprets and understands the body language of witnesses appearing in court.
2. Knows motor vehicle operations, safety standards and the Highway Safety Code in order to transport personnel, materials and tools safely to the workplace.
3. Observes animals to predict dangerous reactions.
4. Spends long periods aboard a ship and is constantly exposed to the noise and vibrations of the engine room.

ELEMENT 11: Intellectual Effort

1. Substitutes missing recipe ingredients with their equivalent.
2. Makes cost-benefit analyses and prepares cost estimates to put forth options to offer clients the best price-quality ratio.
3. Outlines and analyses the impact that proposed changes to Acts or policies could have on the programs, operations and various clients and recommends solutions to decision makers.
4. Understands and resolves unique and complex policy questions in cases where no immediate solution or precedent exists.

ELEMENT 12: Sustained Attention

1. Chairs meetings and public consultations that can last several hours and addresses questions and concerns of participants.
2. Sits on committees as an expert and provides specialized technical advice.
3. Reviews new products submitted by pharmaceutical companies to ensure they comply with effectiveness and safety standards.
4. Inventories munitions and calculates shipment weight, space requirements and the quantity of explosives in order to complete shipment reports.
5. Ensures the accuracy and concordance of hand-written and electronic data.



ELEMENT 13: Psychological/Emotional Effort

1. Performs welding jobs in confined spaces aboard a ship.
2. Deals with impatient, irritable and unco-operative people.
3. Travels, which extends working hours and entails long periods away from home.
4. Answers questions based on sometimes vague and incorrect information provided by clients.

ELEMENT 14: Physical Effort

1. Remains still while examining biological samples under the microscope.
2. Is constantly exposed to the noise of freezers and other kitchen equipment.
3. Uses toxic and carcinogenic chemicals that may cause burns and other cutaneous and pulmonary injuries.
4. Moves baskets of goods, bags of chemicals and agricultural measuring and recording equipment.

ELEMENT 15: Work Environment and ELEMENT 16: Risk to Health (Associate each statement with the corresponding element)

1. The work is performed with continuous noise from heavy-duty equipment.
2. The daily handling of chemical solutions may cause skin infections and irritations.
3. The work requires dealing with stress caused by critical deadlines and the growing, conflicting demands of clients.
4. The work space is often insufficient, cold and heat can be extreme, noise levels can be excessive, lighting can be poor and cleanliness standards can be low.
5. Applications and electronic systems change often requiring adaptation to them several times a year.



Answer Key – Review Exercise 2

ELEMENT 1: Information for the Use of Others

1. Establishes and promotes a safe and sound work environment by informing team members of jobsite health and safety regulations. (Leadership of Human Resources)
2. Knowledge of collective agreement sections and various interpretations. (Contextual Knowledge)
3. **Advises clients of their file status, enabling them to take necessary action. (Information for the Use of Others)**
4. Knowledge of communication equipment operations (e.g. two-way radios). (Job Content Knowledge Application)

ELEMENT 2: Well-Being of Individuals

1. Knowledge of appropriate safe lifting methods to avoid injuries. (Job Content Knowledge Application)
2. **Authorizes the payment of income support benefits to clients. (Well-Being of Individuals)**
3. Informs supervisors, work colleagues and clients of health and safety issues related to work performance in order to take necessary corrective measures. (Information for the Use of Others)
4. Maintains professionalism when providing services to clients, regardless of their behaviour. (Psychological/Emotional Effort)
5. Inspects jobsites to ensure that builders respect building codes. (Ensuring Compliance)

ELEMENT 3: Leadership of Human Resources

1. Takes part in meetings to provide expert advice. (Information for the Use of Others)
2. **Explains administrative practices and methods to new employees and co-workers in the unit. (Leadership of Human Resources)**
3. **Evaluates the occupational skills of junior staff. (Leadership of Human Resources)**
4. Ensures that everyone in the workplace follows all safety directives. (Ensuring Compliance)
5. Finds solutions to design and development problems for underwater acoustic search systems. (Intellectual Effort)

ELEMENT 4: Money

1. Prepares project progress reports for clients and management. (Information for the Use of Others)
2. **Orders the required material for painting work. (Money)**
3. Knowledge of inventory monitoring procedures to maintain the smallest possible inventory of parts and replacement components to ensure uninterrupted client service. (Job Content Knowledge Application)
4. **Obtains data and presents cost estimates for premises, furnishings and telecommunications equipment. (Money)**



ELEMENT 5: Physical Assets and Products

1. Lifts equipment, medical supplies, boxes, recreational equipment and bags. (Physical Effort)
2. Updates computer files and databases used by Directorate staff. (Information for the Use of Others)
3. **Repairs and calibrates laboratory equipment used by Department scientists, researchers and technicians. (Physical Assets and Products)**
4. Works in an open office with frequent interruptions from co-workers and clients. (Work Environment)

ELEMENT 6: Ensuring Compliance

1. Knowledge of approved practices and methods for applying, handling and storing herbicides and fertilizer in order to use and store them safely. (Job Content Knowledge Application)
2. Knowledge of legislation regarding the Workplace Hazardous Materials Information System to ensure compliance with the system regarding the use and storage of materials that could create health and safety hazards if improperly handled or stored. (Contextual Knowledge)
3. **Inspects a building's electrical installations to ensure they comply with building code standards. (Ensuring Compliance)**
4. Uses mixing reports to mix chemicals, fuels and landscaping products according to manufacturer data. (Intellectual Effort)
5. Uncovers and identifies inconsistencies and incorrect information while opening files or preparing material for presentations or committee discussions. (Intellectual Effort)
6. Reads in order to interpret, understand, examine and evaluate codes, standards, Acts, regulations, policies, contractual documents and rental agreements to ensure compliance with requirements. (Communication)
7. **Verifies that slaughtered chickens are clean at the time of consumption. (Ensuring Compliance)**

ELEMENT 7: Job Content Knowledge Application and

ELEMENT 8: Contextual Knowledge

1. Knowledge of the roles, responsibilities and programs of central agencies in order to provide consulting services and advice to human resource officers with respect to employment equity. (Contextual Knowledge)
2. Knowledge of storage and shipping practices in order to provide shipping and inventory services to departmental stores. (Job Content Knowledge Application)
3. Knowledge of the pharmaceutical industry, its practices and new products in order to make recommendations to ensure the health and safety of Canadians. (Contextual Knowledge)
4. Knowledge of methods, techniques, principles and practices of change management in order to support initiatives of the Department's management team. (Job Content Knowledge Application)



5. Knowledge of computer applications used by the Department in order to maintain them. **(Contextual Knowledge)**

ELEMENT 9: Communication

1. Provides information and training sessions regarding compensation and benefit rights to direct clients through complex and sometimes contradictory procedures. (Information for the Use of Others)
2. Provides personalized advice and individualized consultations to employees or their representatives regarding compensation options. (Well-being of Individuals)
3. **Explains the operations of the documentation centre, computer and database to visitors and clients in clear, simple terms. (Communication)**
4. Processes a large number of calls from the public and staff and forwards them to the appropriate person. (Intellectual Effort)

ELEMENT 10: Motor and Sensory Skills

1. Interprets and understands the body language of witnesses appearing in court. (Communication)
2. Knows motor vehicle operations, safety standards and the Highway Safety Code in order to transport personnel, materials and tools safely to the workplace. (Job Content Knowledge Application)
3. **Observes animals to predict dangerous reactions. (Motor and Sensory Skills)**
4. Spends long periods aboard a ship and is constantly exposed to the noise and vibrations of the engine room. (Work Environment)

ELEMENT 11: Intellectual Effort

1. **Substitutes missing recipe ingredients with their equivalent. (Intellectual Effort)**
2. Makes cost-benefit analyses and prepares cost estimates to put forth options to offer clients the best price-quality ratio. (Money)
3. Outlines and analyses the impact that proposed changes to Acts or policies could have on the programs, operations and various clients and recommends solutions to decision makers. (Information for the Use of Others)
4. **Understands and resolves unique and complex policy questions in cases where no immediate solution or precedent exists. (Intellectual Effort)**

ELEMENT 12: Sustained Attention

1. **Chairs meetings and public consultations that can last several hours and addresses questions and concerns of participants. (Sustained Attention)**
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4. Inventories munitions and calculates shipment weight, space requirements and the quantity of explosives in order to complete shipment reports. (Intellectual Effort)



5. Ensures the accuracy and concordance of hand-written and electronic data. (Sustained Attention)

ELEMENT 13: Psychological/Emotional Effort

1. Performs welding jobs in confined spaces aboard a ship. (Work Environment)
2. **Deals with impatient, irritable and unco-operative people. (Psychological/Emotional Effort)**
3. Travels, which extends working hours and entails long periods away from home. (Risk to Health)
4. Answers questions based on sometimes vague and incorrect information provided by clients. (Intellectual Effort)

ELEMENT 14: Physical Effort

1. **Remains still while examining biological samples under the microscope. (Physical Effort)**
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4. **Moves baskets of goods, bags of chemicals and agricultural measuring and recording equipment. (Physical Effort)**

ELEMENT 15: Work Environment and

ELEMENT 16: Risk to Health

1. The work is performed with continuous noise from heavy-duty equipment. (**Work Environment**)
2. The daily handling of chemical solutions may cause skin infections and irritations. (**Risk to Health**)
3. The work requires dealing with stress caused by critical deadlines and the growing, conflicting demands of clients. (**Risk to Health**)
4. The work space is often insufficient, cold and heat can be extreme, noise levels can be excessive, lighting can be poor and cleanliness standards can be low. (**Work Environment**)
5. Applications and electronic systems change often requiring adaptation to them several times a year. (**Work Environment**)

